

# Notice of Funding Opportunity 2022 – 2023 Budget Development

November 18, 2021









# Housekeeping

- Keep your line muted
- Be mindful of background distractions (music, tv, humans, "furbabies", etc.)
- Limit distractions
- Avoid multi-tasking
- The training will be recorded, please be mindful
- Avoid putting phone on hold to prevent hold music from interfering with training participants
- This Webinar is being recorded and will be shared with participants after the workshop.

# Presenters:

### Ronica Faire

Senior Accountant / Fiscal Liaison, CPM

# & Brandy Hattemer

**Grants Compliance Officer** 



# "First Things First"

- "used to say that one should do the things that are most important before doing other things". (Mirriam-Webster)

### #1 = Read the Instructions

**2022 – 2023 Alabama AmeriCorps State Funding Process Documents** 

www.servealabama.gov

### Avoid errors by using the budget tools provided:

- FY 2022 AmeriCorps State Notice of Funding Opportunity
  - Application Instructions
  - Mandatory Supplemental Guidance
    - Budget Checklist



# Which grant type?

### **Cost Reimbursement Grants:**

- Fund a portion of program operating costs and member living allowances.
- Allow flexibility to use all of the funds for allowable costs regardless of whether or not the program recruits and retains all AmeriCorps members.
- Include a formal matching requirement
- Require the submission of a budget and financial reports.

### **Fixed Amount Grants:**

- Provide a fixed amount of funding per Member Service Year (MSY) that is lower than the amount required to operate the program.
- Organizations use their own or other resources to cover the remaining costs.
- Programs can access all of the funds, provided they recruit and retain the members supported under the grant based on the MSY levels awarded.
- Programs are not required to submit budgets or financial reports.
- There is no match requirement, and you are not required to track and maintain documentation of match.

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## Cost Reimbursement Budget Structure

- ➤ Budget is divided into CNCS Share and Grantee Share
- ➤ Budget has three sections:
  - Section I: Program Operating Costs
  - Section II: Member Costs
  - Section III: Administrative Indirect Costs

SECTIONS	CNCS Share	Grantee Share
I. Program Operating Costs	#	#
II. Member Costs	#	#
III. Administrative Indirect Costs	#	#



# Cost Effectiveness & Budget Adequacy

In assessing Cost Effectiveness & Budget Adequacy, reviewers will examine the degree to which the budget is cost effective and appropriate for the program being proposed.

### 25 points

- Budget is submitted without mathematical errors.
- Proposed costs are allowable, reasonable, and allocable to the award.
- Budget is submitted with adequate information to assess how each line item is calculated.
- Budget complies with the budget instructions.
- Match is submitted with adequate information to support the amount written in the budget.
- Budgeted match is equal to or more than the required match for the given program year.
- The cost per MSY is equal to or less than the maximum cost per MSY.



### Allowable, Reasonable, & Allocable



#### Costs need to be:

#### Allowable:

- Expenses incurred specifically for the AmeriCorps Program.
- Consistent with policies and procedures that apply to both federally-financed and other activities of your organization.
- In accordance with Generally Accepted Accounting Principles (GAAP) <u>2 CFR 200.403.</u>

#### **Reasonable:**

- Ordinary and necessary in the operation of the organization.
- Is a cost that is consistent with what a reasonable person would pay in the same or similar circumstances for the same business or for the same or similar item. <u>2 CFR 200.404.</u>

#### **Allocable:**

- A cost is allocable to a particular Federal Award or other cost objective if the goods or services involved are chargeable or assignable to that Federal Award or cost objective in accordance with relative benefits received.
- Costs are incurred specifically for the Federal Award.
- Benefits both the Federal Award and other work of the non-Federal entity and can be distributed in proportions that may be approximated using reasonable methods.
- Is necessary to the overall operation of the non-Federal entity and is assignable in part to the Federal Award in accordance with all principles (GAAP) of <u>2 CFR 200.405</u>.

# Unallowable Costs



- Lobbying
- Expenses not necessary to meet program objectives
- Entertainment and alcohol
- Costs that would constitute waste, fraud, and abuse
- Unreasonable costs from a "prudent person" perspective
- Costs with no logical basis for allocating to your program

# Allowable or Unallowable?



A. DJ fee for the program Christmas party

**Unallowable** 

B. Member Service Gear

**Allowable** 

C. \$5/each pens for member use

**Unallowable** 

D. 50 boxes of heavy-duty trash bags for an environmentally focused program

Allowable

# Preparing a Budget

- All the amounts you request must be defined for a particular purpose. Do not include miscellaneous, contingency, or other undefined budget amounts.
- Itemize each cost and present the basis for all calculations in the form of an equation.
- Do not include unallowable expenses, e.g., entertainment costs (which include food and beverage costs) unless they are justified as an essential component of an activity.
- Do not include fractional amounts (cents).
- Please add the cost of the NSOPW, state check and/or FBI check for criminal history checks for each covered position in the budget. If funds are not budgeted, an explanation for how the costs will be covered must be noted in the budget.



# An Effective Budget

### Realistic

Carrying out the program activities

### Consistent

Goals and objectives

### Flexible

Adaptable in changing circumstances



# What is the total budget amount to run an AmeriCorps program?



Determine how many AmeriCorps members and in what type of service term are needed to accomplish the program goals.

## Cost Per Member Service Year (MSY)

Calculation used to determine the overall cost of your program

Cost per MSY = Total \$ requested from AmeriCorps

Total MSY requested

It is recommended that new applicants request funds for a minimum of 5 and a maximum of 20 MSYs.

All other member types are prorated based on 1 Full Time MSY — You can mix & match.

May request a maximum of \$28,800 per MSY.

Member Term	Minimum Hours Served	MSY Value
Full Time	1700	1.00
Three Quarter Time	1200	.700
Half Time	900	.500
Reduced Half Time	675	.38095
Quarter Time	450	.26455
Minimum Time	300	.21164

# of Members		Member Type		Total MSY Requested
10	X	Full Time / 1.0 MSY	=	10 MSY
20	X	Half Time / 0.5 MSY	=	10 MSY
10	X	Half Time / 0.5 MSY	=	5 MSY
5	X	Full Time / 1.0 MSY	=	5 MSY

Once you know how many MSYs to request you can determine the maximum amount of grant funds that can be requested.

The CNCS cost per MSY is determined by dividing the CNCS share of the budgeted grant costs by the number of MSYs requested.

\$28, 800 Max Cost Per MSY x 10 MSY (equivalent to 10 FT members) = \$288,000 max requested amount

Cost per MSY = <u>Total \$ requested from AmeriCorps</u>
Total MSY requested



\$28,800 = <u>\$288,000</u>

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"Maximum Cost per MSY" – ONLY used to calculate the amount of money you can request as part of this grant.

\*Proposed budgets that contain MSY costs that exceed the maximum cost per MSY and/or less than required match will be considered unresponsive to the application criteria.\* NOFO pg. 24

# Match

All Cost Reimbursement grants are required to cost share or match the funds provided by the federal government with their own funds. This is listed as Grantee Share.

#### **Cash Contributions**

- ➤ Received by:
  - Cash, check, electronic funds transfer, credit card, or payroll deduction
- May be in the form of:
  - Donations, program income, foundation grants, corporate contributions, leases, sale of goods/services, state appropriations

### **In-Kind Contributions**

- ➤ What it is?
  - Value of non-cash contributions by thirdparties directly benefiting and specifically identifiable to the project or program
  - Donated goods and services
  - Only eligible to be used to fund one federally financed program
- ➤ May be in the form of: Real property, equipment, supplies, services, labor, space, training, vehicles

### **CNCS Share (76%) + Grantee Share (24%) = Total Budget (100%)**

# Match Requirements

- Grantee Share and Match are the same thing.
- A match requirement of 24% is mandatory for the first three years of funding.
- Starting with year 4, match requirement gradually increases every year to 50% max by year 10.
- Applicants must indicate whether the match is proposed or secured.
- Match may be in the form of cash (non-CNCS federal funds or private sector funds) or documented in-kind contributions.

NOFO page 10



	AmeriCorps Funding Year	1, 2, 3	4	5	6	7	8	9	10+
5	Grantee Share Requirements	24%	26%	30%	34%	38%	42%	46%	50%

# Cost Effectiveness



- Match is submitted supporting the amount written in the budget.
- Budgeted match is equal to or more than the required match.
- Match with cash or in-kind contributions at least 24% of the project's total Operating Costs (Section I) plus Member Costs (Section II) plus Administrative Costs (Section III)

See 45 CFR § 2521.35 – 2521.90 for the specific regulations

#### Unallowable as CNCS = Unallowable as Grantee

- You must treat the CNCS Share & Grantee Share the same. The rules apply equally.
- All program income must be reflected in the Grantee Share column of the budget and must all be spent on the AmeriCorps program.
- You may choose how to divide your budget between the items (in whole or in part) that you wish to include as Grantee or CNCS share.
- You may use other federal funds as match on this grant, but you must have approval from that federal agency.
- You **cannot** use AmeriCorps funds as match on other grants.
- There is no competitive advantage to provide more match on the grant than is required.



### It is important to properly value match

- Grantees <u>cannot</u> count the value of direct community service performed by volunteers as match.

For example: You cannot count the value of the direct community service performed by national service members and volunteers specific to the program community impact objectives. However, they should count service that contributes to meeting the goal and operations of the program, such as accounting or training services.

# Program Income



- Revenue received due to the activities of the members.
- Great way to raise grantee share
- **MUST** be included in the Grantee Share portion of your budget
- Program Income MUST be spent on program expenses
- CNCS Share + Program Income cannot exceed the total program expenses

# True or False?



A. Unallowable as CNCS Share = Unallowable as Grantee Share.

TRUE

B. The budget is split 50/50 between CNCS Share & Grantee Share for the first ten years. FALSE

C. Program Income can be used as match. TRUE

D. Cost per Member Service Year (MSY) is the amount required to pay AmeriCorps members living allowance. FALSE

### AmeriCorps Budget Structure Section I. Program Operating Costs

### **TIPS**

- Follow detailed application instructions.
- Be consistent with information in every section of the application.
- Provide adequate descriptions and calculations to support amounts.
- Check the math recheck all calculations.
- Budget form should be able to stand alone



- A. Personnel Expenses
- B. Personnel Fringe Benefits
- C1. Staff Travel
- C2. Member Travel
- D. Equipment
- E. Supplies
- F. Contractual and Consultant Services
- G1. Staff Training
- G2. Member Training
- H. Evaluation
- I. Other Program Operating Costs

## Personnel Expenses and Fringe Benefits

### For **Personnel Expenses** include:

- Titles
- Percentage of effort
- Annual Salary
- Include all methodology "show your work"

### For Personnel Fringe Benefits:

- List all benefits over 30% separately
- Include items such as **REQUIRED** FICA along with Medical/Dental, Retirement



### **A. Personnel Expenses**

List each staff position separately and provide salary and percentage of effort as percentage of FTE devoted to this award. Each staff person mentioned in the narrative must be listed in the budget as either CNCS or Grantee share.

Position/Title – Qty – Annual Salary - % Time

Program Director: 1 person at \$20,000 each x 50% usage

**CNCS Share** 

**Grantee Share** 

**Total** 

\$5,000

\$5000

\$10,000



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### **B. Personnel Fringe Benefits**

Identify the types of fringe benefits to be covered and the costs of benefit(s) for each staff position. Allowable fringe benefits typically include FICA, Worker's Compensation, Retirement, SUTA, Health and Life Insurance, IRA, and 401K. You may provide a calculation for total benefits as a percentage of the salaries to which they apply or list each benefit as a separate item. If a fringe amount is over 30%, please list covered items separately and justify the high cost. Holidays, leave, and other similar vacation benefits are not included in the fringe benefit rates, but are absorbed into the personnel expenses (salary) budget line item.

Purpose,	Description –	Calculation
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FICA: 7.65% of Salary:  $$10,000 \times 0.0765 = $765$ 

**CNCS Share** 

**Grantee Share** 

Total

\$765

\$765

# Travel

- Describe the purpose for travel and provide a calculation that includes itemized costs airfare, transportation, lodging, per diem, and other related travel expenses.
- Where applicable, identify the current standard reimbursement rate(s) of the organization for mileage, daily per diem, and similar supporting information.

#### PLEASE ITEMIZE COSTS

For example: Two staff members will attend ASC Regional Training

2 staff X \$750 airfare + \$50 ground transportation + (1 day) X \$400 lodging + \$35 per diem = \$2,470 for ASC Regional

Training

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### C1. Staff Travel

- Provide calculations that include itemized costs for travel expenses multiplied by the number of trips/staff.
- GOVS requires \$2,000 minimum to fund CNCS expectation to attend AmeriCorps-sponsored technical assistance meetings.
- At least one staff member, esp new staff, to attend ASC Regional Training.
- Only domestic travel is allowed.

### C2. Member Travel

- Provide calculations that include itemized costs of travel expenses for the members to travel outside their service location or between sites.
- Costs associated with local travel, such as bus passes to local sites, mileage reimbursement for use of car, etc., should be included in this category.

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### **Equipment – Supplies – Contracts & Consultants**

#### **D. Equipment**

- Equipment is defined as tangible, non-expendable personal property having a useful life of more than one year AND an acquisition cost of \$5,000 or more per unit.
- Purchases of equipment are limited to 10% of the total CNCS funds requested.

#### **E. Supplies**

Include the amount of funds to purchase consumable supplies and materials, including member service gear and equipment that does not fit the definition above.

- Must include member gear
- Include all methodology such as prices per piece and amounts
- Safety Gear, PPE
- Supplies usable within a year AND/OR under \$5,000 per piece



#### F. Contracts & Consultants

Include costs for consultants related to the project's operations, except training or evaluation consultants, who will be listed in Sections G. and H., below. There is not a maximum daily rate.

# Training

### **G.1. Staff Training**

Include the costs associated with training staff on project requirements and training to enhance the skills staff need for effective project implementation, i.e., project or financial management, team building, etc. If using a consultant(s) for training, indicate the estimated daily rate. There is not a maximum daily rate.

### **G.2. Member Training**

Include the costs associated with member training to support them in carrying out their service activities. You may also use this section to request funds to support training in Life after AmeriCorps. If using a consultant(s) for training, indicate the estimated daily rate. There is not a maximum daily rate.

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### **Evaluation and Other Program Operating Costs**

### **H. Evaluation**

Include costs for project evaluation activities, including additional staff time or subcontracts, use of evaluation consultants, purchase of instrumentation, and other costs specifically for this activity not budgeted in Section A Personnel Expenses.

### **I. Other Program Operating Costs**

Allowable costs in this budget category should include when applicable:

\*Criminal history background checks for all members and for all employees or other individuals who receive a salary, education award, living allowance, or stipend or similar payment from the grant (federal or non-federal share).

- \*Office space rental for projects
- \*Utilities, telephone, internet, postage, copying, and similar expenses that are specifically used for AmeriCorps members.
- \*Recognition costs for members. List each item and provide a justification in the budget narrative. Gifts and/or food in an entertainment/event setting are not allowable costs.



### **NSCHC Frequently Asked Questions**

Effective May 1, 2021

Updated November 9, 2021

### **5.0 Budgeting NSCHC**

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5.1 The total cost of conducting NSCHC is an allowable program operating cost and should be included in the budget. Recipients should project all cost components such as fingerprinting, notarization, mailing, and state repository and FBI fees.

5.2 Are recipients allowed to use current year grant funds to pay NSCHC costs for members who will be enrolled in the next program year? If not, may recipients defer the costs and charge them to the new grant year (as budgeted) even if the expense was incurred prior to the project start date?

NSCHC costs are allowable costs that are not required to be associated with a particular program year. The funds that a recipient has budgeted for checks are not limited to use during a particular period. They can be used to perform checks on any person in a position who needs the NSCHC at that moment in time. The costs are allocable to the recipient at that moment in time because checks are required upon application to serve/work. Waiting for a future budget to start the checks is not an option and incurring the cost today and posting it against a future date would be improper accounting.



# True or False?

A. FICA is a required personnel fringe benefit. TRUE

B. \$5,000 is the GOVS required minimum to budget for staff travel to attend ASC Regional Training. FALSE (\$2,000)

C. The budget can include training for AmeriCorps members only.

FALSE (staff & members)

D. NSCHC can be charged to the CNCS Share. TRUE

# Section II. Member Costs

Table: Minimum and Maximum Living Allowance

Service Term (MSY Value)	Minimum# of Hours	*Minimum Living Allowance	Maximum Total Living Allowance
Full-time (1.000)	1,700	\$16,502	\$33,004
Three Quarter-time (0.7000)	1,200	\$11,551	\$23,103
Half-time (0.5000)	900	\$8,251	\$16,502
Reduced Half-time (0.3809524)	675	\$6,286	\$12,542
Quarter-time (0.26455027)	450	\$4,366	\$8,581
Minimum-time (0.21164022)	300	\$3,492	\$6,931
Abbreviated-time (0.07054674)	100	\$1,164	\$1,980

<sup>\*</sup>AmeriCorps programs are not required to provide a living allowance to members serving in less than full-time capacity.

However, the Governor's Office of Volunteer Services recommends programs provide at least the minimum living allowance listed in the above table.

<sup>&</sup>quot;Minimum Living Allowance" – Amount of funds that you are required to pay to AmeriCorps members for their living allowance

### A. Living Allowances

# B. Member Support Costs

- The narrative should clearly identify the number of members you are supporting by category and the amount of living allowance they will receive.
- Enter the total number of members you are requesting for each category.
- Enter the amount of the living allowance for each type of member.

- FICA (Social Security & Medicare) <u>REQUIRED</u>
- Workers Compensation or Occupational AD&D (Accidental Death and Dismemberment)
   Insurance
- Health Care: <u>required for full time members</u>
- Unemployment Insurance and other allowable Member Support Costs

Member Support Costs do **not** include:

- Education Award
- Child Care Benefit

#### **DO NOT CONFUSE:**

**Maximum Cost per MSY** – ONLY used to calculate the amount of money you can request as part of this grant.

**Minimum Living Allowance** – Amount of funds that you are required to pay to AmeriCorps members for their Living Allowance.



### Section III. Administrative / Indirect Costs

Administrative costs are general or centralized expenses of the overall administration of an organization that receives AmeriCorps funds and do not include project costs, but may include administrative staff positions

#### AND

For organizations that have an established indirect cost rate for federal awards, administrative costs mean those costs that are included in the organization's indirect cost rate agreement. As an applicant, you will choose one of three methods to calculate allowable administrative cost.

- A. CNCS Fixed Percentage Method
- B. State/Federally Approved Indirect Cost Rate Method
- C. De Minimus Method



# A. CNCS-Fixed Percentage Method Five/Ten Percent Fixed Administrative Costs Option

The CNCS-fixed percentage method allows you to charge administrative costs up to a cap without a federally approved indirect cost rate and without documentation supporting the allocation. If you chose the CNCS-fixed percentage rate method, you may charge, for administrative costs, a fixed 5% of the total of the CNCS funds expended. In order to charge this fixed 5%, the grantee match for administrative costs may not exceed 10% of all direct cost expenditures.

1. To determine the maximum CNCS share for Section III: Multiply the sum of the CNCS funding shares of Sections I & II by 0.0526. This is the maximum amount you can request as Corporation share. The factor 0.0526 is used to calculate the 5% maximum amount of federal funds that may be budgeted for administrative (indirect) costs, rather than 0.0500, as a way to mathematically compensate for determining Section III costs when the total budget (Sections I+II+III) is not yet established. Enter this amount as the CNCS share for section III A.

(CNCS Share of Section I + CNCS Share of Section II) x 5.26% = Maximum CNCS Share

2. To determine the Grantee Share for Section III: Multiply the total (both CNCS and grantee share) of Sections I and II by 10% (0.10) and enter this amount as the grantee share for Section III A.

(Total of Section I + Total of Section II) x 10% = Grantee Share Maximum

# B. Federally Approved Indirect Cost Rate

If you have a federally approved indirect cost rate, <u>the method must be used</u> and the rate will constitute documentation of your administrative costs, not to exceed the 5% maximum federal share payable by AmeriCorps.

- 1. Determine the base amount of direct costs to which you will apply the IDC rate, including both CNCS & Grantee shares, as prescribed by your established rate agreement. Then multiply the appropriate direct costs by the rate being claimed. This will determine the total amount of indirect costs allowable under the grant.
- 2. To determine the CNCS share: Multiply the sum of the CNCS funding share in Sections I & II by 0.0526. This is the maximum amount you can claim as the CNCS share of indirect costs.
- 3. To determine the Grantee share: Subtract the amount calculated in step 2 (the CNCS share) from the amount calculated in step 1 (the Indirect Cost total). This is the amount the applicant can claim as grantee share for administrative costs.



# C. *De Minimis* Rate of 10% of Modified Total Direct Costs

Organizations who do not currently have a federally negotiated indirect cost rate (except for those non-Federal entities described in Appendix VII to Part 200 – States and Local Government and Indian Tribe Indirect Cost Proposals, paragraph (d)(1)(B)) and who received less than \$35 million in direct federal funding, may indefinitely use a *de minimis* rate of 10% of modified total direct costs (MTDC). Additional information regarding what is included in MTDC and use of this option can be found at 2 CFR 200.414(f) and 200.68. If this option is elected, it must be used consistently across all federal awards.



# Source of Funds

- In the "Source of Funds" field that appears at the end of Budget Section III, enter a brief description of the match. Identify each match source separately. Identify if the match is secured or proposed. Include dollar amount, the match classification (cash or in-kind), and the source type (Private, State/Local, or Federal) for your entire match.
- Identify the non-AmeriCorps resource commitments, types of commitments (in-kind or cash) and the sources of these commitments, and if the commitments are proposed or secure.

# Cost Principles

- Be necessary and reasonable for the performance of the federal award and allocable thereto under these principles.
- Conform to any limitations or exclusions set forth.
- Be consistent with policies and procedures that apply uniformly to all organizational activities.
- Be accorded consistent treatment. A cost may not be assigned to a federal award as a direct cost if any cost incurred for the same purpose in like circumstances has been allocated to a federal award as an indirect cost.
- Be determined in accordance with generally accepted accounting principles (GAAP).
- **Not** to be included as a cost or to meet cost sharing or matching requirements for any other federally-financed program.
- Be adequately documented.
- Cost must be incurred during the approved budget period.



# True or False?



A. Health Care is a member support cost required for full time members.

TRUE

B. Only 24% of the match funds must be identified in the Source of Funds. FALSE (100%)

C. Costs must be incurred during the approved budget period.

TRUE

D. Only one method can be used to calculate Indirect Costs. FALSE (choose 1 of 3 methods)

### **Cost Reimbursement**

- Provides line item on all approved expenses for the AmeriCorps program.
- Includes Direct and Indirect Costs.
- Outlines Match items.

### **Fixed Amount**

- One line item showing cost per MSY and requested MSYs.
- No Match.
  - \* Bigger risk because funding is tied directly to recruitment and retention of members.



# **Fixed Amount Grants**

- Provide a fixed amount of funding per Member Service Year (MSY) that is lower than the amount required to operate the program.
- Programs can access all of the funds, provided they recruit and retain the members supported under the grant based on the MSY level awarded.
- Organization is responsible for covering remaining costs of the program through other funding streams.

# Fixed Amount Grant Award is based on the following calculation: Total # of MSYs \_\_\_ x Cost per MSY \_\_\_ = Total Grant Request \$\_\_\_ Example: Total MSY 10 x Cost per MSY \$1,000 = Total Grant Request \$10,000

- Fixed Amount Grantees are not required to submit budgets or financial reports
- There is no match requirement and programs are not required to track and maintain documentation of match
- Must complete the source of match chart in the application to identify the sources of the additional revenue needed to operate the program.
- As a fixed applicant you must still follow the living allowance amounts listed in the NOFO for each type of position you are proposing.

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# Beware of common errors

- Missing, incomplete, or incorrect calculations
- Confusion between Cost Per MSY and the Minimum Living Allowance.
- Inconsistency in Quantity orientation for 45 members, service gear for 50 members.
- Not entering information into the Source of Matching Funds chart leaving it blank.
- The words "secured" or "proposed" listed by each source in the Source of Funds chart.
- Match not "matching" Source of Funds chart
  - Grantee Share of the budgets add up to \$245,590
  - Source of Matching Funds on the eGrants budget adds up to \$270,000
- Staff time not in alignment with salary and fringe.
  - Staff member included under Personnel at 35% & same staff member included under Fringe at 20%

# True or False?



A. Cost per Member Service Year (MSY) and Minimum Living Allowance are the same thing. FALSE

B. The Source of Funds chart can be left blank.

FALSE

C. Match needs to be identified as secured or proposed. TRUE D. Budget should be submitted without any mathematical errors. TRUE



# 

## **Questions?**



If you have any questions about the application, budget, performance measures, logic model, additional documents, please contact us.

#### APPLICATION/LOGIC MODEL/PERFORMANCE MEASURES QUESTIONS

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#### **BUDGET/FINANCIAL QUESTIONS**

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